

## Workforce Planning Definitions

Key Term	Definition
<b>Talent Management</b>	The systematic cycle of planning, execution, and evaluation to manage the flow of talent into, through and out of the organization to achieve goals and meet needs. The Commonwealth's Talent Management program is based on the premise that employees progress through an employment life cycle that consists of the following stages: acquisition; integration; engagement; reward; transition; and exit.
<b>Workforce Planning</b>	A process that provides a systematic assessment of agency talent needs and actions necessary to address these needs. The process considers the agency's business goals and includes analysis of demographic information, trends and emerging issues, and staffing and knowledge gaps, it also identifies planned actions and evaluation techniques.
<b>Succession Planning</b>	A sub-set of Workforce Planning.  A proactive strategy for identifying, developing and retaining talent to meet short and long range human capital needs in support of the agency mission.
<b>Workforce Planning (WFP) Mission Critical Positions</b>	Designated by agency head. These are positions at all levels of the organization that are considered to be critically necessary for the accomplishment of the agency's mission and business operations.
<b>Essential Positions</b>	Designated by agency head. These are employees who are required to work during an authorized closing because their positions are essential to agency operations during emergencies. Essential employees may be required to work during times they are not regularly scheduled to work.
<b>Eligible To Retire</b>	Employees who are eligible to retire with full or partial benefits at a designated point in time, usually measured in 5-year increments using VRS plan eligibility criteria.
<b>Turnover</b>	Number Classified Employees Separated from State Service / Number of Classified Employees.
<b>Distressed Roles</b>	State roles or individual occupations that demonstrate a pattern of extraordinarily high voluntary turnover and low retention rates when compared to statewide averages for all roles.  Voluntary Turnover calculations do not include layoffs, retirements, removals, or transfers to other agencies of the Commonwealth.
<b>Executive Leadership</b>	Designated by agency head. These are strategy-focused leaders in top management roles (management team or leadership team) who normally report to the agency head and direct major programs, departments, or service areas of the organization.
<b>Operational Leadership</b>	Designated by agency head. Normally these are front-line supervisors, program managers, and senior managers who implement, administer, and/or supervise the day-to-day business systems and processes required for effective organizational performance.